

CHAPTER 3

REVIEW OF INDIVIDUAL GRADES

3.1 During the year, we were invited by the Administration to advise on a number of proposals to create new grades and to review an existing grade. These cases are briefly described in the following paragraphs. The letters to the Governor conveying our advice on the grades concerned are reproduced at Appendices F(i) - F(vi). Our advice on the creation of the Insolvency Officer and Land Conveyancing Officer grades and the future of the Liaison Officer grade has been accepted by the Administration. The other cases are under consideration by the Administration.

New Grade of Insolvency Officer [Appendix F(i)]

3.2 We were informed by the Administration that a new Official Receiver's Office would be set up as an independent agency under the Monetary Affairs Branch to take over the administration of bankruptcies and company liquidations from the Insolvency Division of the Registrar General's Department. A new grade of Insolvency Officer was proposed to replace the Assistant Registrars responsible for these duties.

3.3 Having regard to the highly specialised nature of insolvency work, the increase in responsibility and accountability brought about by a new management approach, the considerable learning period and the need for a career structure that would ensure continuity and retention of experience, we recommended the creation of a new grade of Insolvency Officer in the Degree and Related Grades group with the following structure and pay scales:

<u>Rank</u>	<u>Pay Scales</u>
Insolvency Officer II	MPS 16-27
Insolvency Officer I	MPS 28-33
Senior Insolvency Officer	MPS 34-44
Chief Insolvency Officer	MPS 45-49

New Grade of Land Conveyancing Officer [Appendix F(ii)]

3.4 As part of the reorganisation of the Registrar General's Department, its Legal Advisory and Conveyancing Section would be transferred to the Buildings and Lands Department. A new grade of Land Conveyancing Officer was proposed to staff the section.

3.5 Having regard to the effect of the transfer of the Legal Advisory and Conveyancing Section on the Assistant Registrars serving in the section, and the nature, scope and complexity of their duties, we supported the creation of a new grade of Land Conveyancing Officer in the Matriculation Grades group with the following structure and pay scales:

<u>Rank</u>	<u>Pay Scales</u>
Land Conveyancing Officer II	MPS 12-27
Land Conveyancing Officer I	MPS 28-33
Senior Land Conveyancing officer	MPS 34-44
Chief Land Conveyancing Officer	MPS 45-49

Future of Liaison Officer Grade and
Creation of New Rank of Principal Liaison Officer
[Appendices F(iii) and F(iv)]

3.6 Our 1989 Salary Structure Review found it inappropriate to take a decision on the long-term future of the Liaison Officer grade in the City and New Territories Administration while the Administration was carrying out a review of the Executive Officer grade which might have implications for the Liaison Officer grade. The Administration completed their review and concluded that liaison work was not a core function of the Executive Officer grade. The Administration then re-examined the future of the Liaison Officer grade and came to the view that liaison work, which was performed by both Executive Officers and Liaison Officers, should be carried out by the Liaison Officer grade alone. Moreover, the entry qualification of the grade should be maintained at matriculation level for the time being.

3.7 We agreed that it was unsatisfactory to have liaison work performed by two grades of officers with different levels of pay. Since liaison is the principal function of the Liaison Officer grade, we supported the

Administration's proposal to departmentalise these duties and to phase out the Executive Officers now engaged in such work. As the Administration's review has also concluded that the scope and complexity of liaison work has not changed to the extent that matriculants are incapable of performing the full range of liaison duties, we recommended that the entry qualification of the Liaison Officer grade should remain at matriculation level.

3.8 The Administration considered that with the expansion of the Liaison Officer grade's responsibilities and establishment, a new rank of Principal Liaison Officer with a pay scale of MPS 45 - 49 should be created to assist in grade management, to co-ordinate liaison and to monitor standards. Having regard to the level and complexity of the duties involved, we recommended the creation of a new rank of Principal Liaison Officer in the Liaison Officer grade with a pay scale of MPS 45-49.

New Grades of Land Registration Officer and Companies Registration Officer [Appendix F(v)]

3.9 We were informed by the Administration that a new Land Registry and a new Companies Registry would be established as independent organisations operating on the trading fund concept to replace the existing Land Registry and Companies Division of the Registrar General's Department. Two new grades of Land Registration Officer and Companies Registration Officer were proposed to replace the Assistant Registrars responsible for these functions.

3.10 Having regard to the eventual dissolution of the Registrar General's Department, the introduction of a new management concept in the two new Registries and the scope, complexity and responsibilities of the revised duties, we recommended that new grades of Land Registration Officer and Companies Registration Officer should be created in the Matriculation Grades group with the following structures and pay scales:

Land Registration Officer

<u>Rank</u>	<u>Pay Scales</u>
Land Registration Officer II	MPS 12-27
Land Registration Officer I	MPS 28-33
Senior Land Registration Officer	MPS 34-44
Chief Land Registration Officer	MPS 45-49

Companies Registration Officer

<u>Rank</u>	<u>Pay Scales</u>
Companies Registration Officer II	MPS 12-27
Companies Registration Officer I	MPS 28-33
Senior Companies Registration Officer	MPS 34-44
Chief Companies Registration Officer	MPS 45-49

New Grade of Hawker Control Officer [Appendix F(vi)]

3.11 Over the years, a number of deficiencies have been identified in the existing organisation of General Duties Teams in the Urban Services and Regional Services Departments for hawker control. These include:

- (a) lack of continuity, expertise and leadership due to the transferability of Foreman Grade staff between different streams, such as hawker control, cleansing and pest control, in the departments concerned;
- (b) low staff quality because of poor educational background and lack of aptitude for law enforcement; and
- (c) declining morale as the teams face great difficulties in these enforcement duties, particularly in comparison with those performed by their counterparts in the other streams. In addition, they suffer from a poor image because in most cases public sympathy lies with hawkers.

The Administration proposed to create a separate civilian grade of Hawker Control Officer to replace the General Duties Teams.

3.12 We noted that the proposal had the support of the Urban and Regional Councils. In accordance with item 1(b) of our Terms of Reference, we examined the salary and structure proposed for the new grade. Having regard to the entry requirements, the nature of work and special job requirements including the need to wear uniform, perform shift duty, exercise powers of arrest and observe a strict code of conduct, we recommended that the new grade of Hawker Control Officer in the Other Grades group should have the following structure and pay scales:

<u>Rank</u>	<u>Pay Scales</u>
Assistant Hawker Control Officer	MPS 8 - 14
Hawker Control Officer	MPS 15 - 18
Senior Hawker Control Officer	MPS 19 - 22
Chief Hawker Control Officer	MPS 23 - 27
Principal Hawker Control Officer	MPS 28 - 30